

A Study of the Attitude of Employees Towards Female Managers in Textile Industry of Panipat District in Haryana

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Abstract:

In this study, the Attitude of both male and female employees working in textile industries of Panipat district in Haryana is evaluated. Panipat district is selected for sample area as Panipat is a leading name in home textiles nationally & globally for bed linens, carpets, kitchen linens, bathmats, cushions and other textile articles. Due to various textile industries, Panipat has become famous for employment opportunities for every section of our country. In these textile industries, a huge portion of our population is earning its bread in such a cut throat competition just because of these textile industries. Both male and female employees have been working in these industries according to their eligibilities. In this study, the Attitude of both male and female employees working in textile industries of Panipat is evaluated. Stereotypical thinking of male employees is explained in the context of various industries. Top 20 textile industries have been selected for proceeding the study. Sample size is taken as 600. From each textile industry, 30 employees including both males and females have been selected for collecting data. Attitude is taken as a dependent variable. Gender, age and marital status are taken as independent variables. In this study, it has been explained that how attitude of an employee changes with the change of their gender and age as well. Employees who had satisfying previous interactions with female managers were likely to express positive attitude toward them than those who had regrettable experiences. Female employees and younger employees expressed more favourable Attitudes toward female managers than male and older employees.

Keywords: Attitudes, female manager, glass ceiling effect, stereotypical thinking.

INTRODUCTION:

India is a country of male dominated society since many times ago. Today's scenario has been changed in terms of social status of females. This changing society has been providing various employment opportunities to female workers in India. Now, male dominated society of India starts to open up possibilities of managerial roles in corporate world.

Textile Sector in Haryana: An Overview:

The textile industry of Haryana has acquired a significant place all over the world. No doubt, it fulfills every kind of requirement from fibre to fashion. Haryana state is one of the leading cotton producers in the country where Sirsa, Fatehabad, Bhiwani, Hisar and Jind are the main cotton producing districts. Haryana

has got competitive advantage in the textile industry because of ample availability of raw materials. The cluster based approach to industrial development has produced robust textile centres such as Panipat, Gurugram, Faridabad, Hisar and Sonipat. The textile sector is playing a vital role in the contribution of nation's wealth as it is providing various employment opportunities to approx. 1 million people. Panipat textile industry is considered fully equipped with different varieties of products including bed sheets, cushions, mats, pillows, mattresses, curtains, towels etc.

In this research, Researcher will examine the attitude of employees towards their female Managers. Now a days, females are equipped with full knowledge and best qualifications. They are not dependent now, but at the same time, what their male and female employees think about their work is again very important. Our society has been in the favour of male managers as compared to female managers. We hesitate in accepting females as our managers. As female managers are considered quite vulnerable in facing any kind of hardships whatever comes through their way in business. This stereotypical thinking will be explained in this research. The attitude of male and female employees towards female managers will be examined in textile industry of Panipat district. What male employees think about female managers regarding their managerial posts will be assessed in this research. The work performance of those male and female employees will be analysed who work under female managers. Whether they follow the female manager's orders or not will be explained. The stereotypical image of female employees in a male dominating society will be discussed in this research.

Now male employees feel privileged themselves to work with female employees. No doubt, females are quite adjustable towards their work. They work with their full enthusiasm and capacity that no one can beat them. In today's scenario, performance appraisal is a matter of importance. It is essential to cope up with the competitive environment. Different psychological and environmental factors affect the employee's performance. This study will be based on the attitude of employees towards their female managers in the Textile industry of Panipat district of Haryana. It will evaluate the attitude and job satisfaction of male and female, older and younger employees working under female managers. A questionnaire will be used to collect the data from textile industries of Panipat district of Haryana. The study will examine only female managers and their employees in discharging their organizational duties at the work place.

ATTITUDE:

Attitude is an appearance of a favorable or unfavorable appraisal of a person, place, thing or event. These are fundamental factors of our observations. Attitude may be positive, it could be negative towards any particular object or a person. It is a sort of feeling which is experienced by anyone for anyone else. Attitude influences an individual's choice of action and responses to challenges, motivations, and rewards (together called stimuli). Four major components of attitude are:-

- (a) **Affective:** sentiments or feelings.
- (b) **Cognitive:** opinions trust or held consciously.
- (c) **Conative:** disposition for action

(d) Evaluative: positive or negative response to stimuli.

Attitude plays a vital role in the creation of people's beliefs and behaviors. As attitudes are pervasive and powerful influences on behavior, it is important to consider its impact both by male and by female employees about female's managerial positions. Attitudes consists of a complex association of evaluative beliefs, spirits, and tendencies towards certain actions. Our likings and dislikings about any particular thing decides our perception towards that thing. Attitude of any person can have a positive approach as well as can have an adverse effect on his /her performance. Usually, it is seen that those employees who have a positive attitude towards their superiors present a good performance as compared to those who have a negative attitude. It should be the duty of every superior to take care of the negative attitude of his employees regarding them and towards their policies. Shirkingness for work and every time delaying their work is a negative attitude towards work which obviously have an adverse impact on the progress of an organization. The attitude of an employee has power to get influenced others with the help of favourable interaction. An attitude is a tendency to make certain kinds of judgments about people, issues and events, usually in specific circumstances. Attitude of an employee has an impact towards everyone whoever comes in his contact, it affects an employee's responses to others, attitude affects the insight of employee towards his job and his value to the organization. In this research, Researcher will examine the attitude of employees towards their female Managers. Now a days, females are equipped with full knowledge and best qualifications. They are not dependent now, but at the same time, what their male and female employees think about their work is again very important. Our society has been in the favour of male managers as compared to female managers. We hesitate in accepting females as our managers. As female managers are considered quite vulnerable in facing any kind of hardships whatever comes through their way in business. The attitude of male and female employees towards female managers will be examined in textile industry of Panipat district. What male employees think about female managers regarding their managerial posts will be assessed in this research. The work performance of those male and female employees will be analysed who work under female managers. Whether they follow the female manager's orders or not will be explained.

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RELATED STUDIES:

Artz and Taengnoi (2016) explained that females are now increasingly appointed as managers and supervisors in biggest organization from past 50 years of increasing female labor force participation rate. The study concludes that females are less satisfied with their individual performance or job when they have women bosses. A recent study conducted by Alexander (2012) in some selected organizations in Ghana to find out the attitudes of male employees towards female managers found that of the 122 respondents who

were sampled from 17 organizations, the majority of males (69.51%), preferred to work under male managers and labelled managerial positions as a masculine positions. 64 respondents representing 52.46% disagreed to statement that female managers are allowed in decision-making while 51 respondents representing 41.80% agreed. 51.64% disagreed with this view that female managers are not mentally capable of managing difficult issues at work place, 32.79% agreed they were mentally capable up for it. Alexander (2012)'s study projects the view held by some that males in Ghana basically hold unfavourable traditional attitude towards female managers due to cultural factors. However this study was limited in scope in that it considered attitude of only males neglecting females. Moreover it neglected some important variables that have been found to influence attitude for example age, educational level, marital status, interaction or experience with female managers. This limitation echoes those of Gulhati (1990) who deployed Women as Managers Scale (WAMS) in his research on "attitude towards Women Managers in India. Undoubtedly, his results were similar to those of Alexander (2012). The researcher however did not consider variables such as age, job level, and educational level and how they can collectively and individually influence attitude towards women in management positions. On the other hand, Sayo (2011) found in his study that educational level affected attitudes of teachers towards female managers; 59.7% who had university level education were of the opinion that responsibilities in public mixed secondary schools should be shared equally among male and female teachers. A study in Addis Ababa conducted by Meba (2011) using a sample of 85 workers (50 males and 35 females) from five different organizations found that workers generally held unfavourable attitude towards female managers. The study found that; gender, age, marital status, and level of education affected workers attitude towards women managers. Bhatnagar and Swamy (2010) conducted similar studies in India on workers attitude towards women managers. The study based on sample drawn from 101 male bank managers explored the relationship between interaction with women managers and attitude towards women managers. The results showed that there was little relationship between the extent of interaction with women managers and participant's attitudes.

OBJECTIVES:

- (1) To examine the Attitude of Male Employees Towards Female Managers of Textile industry in Panipat district of Haryana.
- (2) To examine the Attitude of Female Employees Towards Female Managers.
- (3) To find out the difference between Attitude of Male and Female Employees Towards Female Managers.

HYPOTHESIS:

Null Hypothesis (Ho) -There is no significant difference in the Attitude of Male and Female Employees Towards Female Managers.

Alternate Hypothesis (Ha): There is a significant difference in the attitude of male and female employees towards Female managers.

METHODS:

Research methodology is an integral part of a study as it determines and justifies the adoption of research methods that are well able to address the objectives of the study.

DESCRIPTIVE RESEARCH DESIGN:

The present study focused on the attitude of employees working in the textile industries of Panipat district of Haryana towards female managers. The current research adopted a Descriptive Research Design as it promotes a research where it is essential to understand the phenomenon or characteristics from the population's point of view.

Research was conducted in Textile industry of Panipat district. Panipat is well recognized as a city rich in the sector of textiles and handlooms, where the companies acquire high profits through national and global export of their materials such as bedsheets, carpets, kitchen linen, and rugs. Cotton durries, carpets, curtains, blankets, woolen yarns, mats etc are various textile units in Panipat textile industry:

DATA COLLECTION:

Data collection consists of two types, primary and secondary. Considering the objectives of the study, primary data collection method was adopted, where fresh data would be collected via the use of close-ended questionnaires. In this study, qualitative data was collected as information regarding attitude of employees towards female managers had to be ascertained. Also, in the present study, it was ensured that all the ethics should be followed by taking necessary permissions from the industries and the participants. Voluntary participants had been considered for this study. Further, secondary data had also been collected to conduct the literature review and gain relevant knowledge necessary to get questionnaire filled by employees. The questionnaire is comprised of questions having options from which the participants can select the relevant option/answer as per their opinion. 5-point likert scale was used for developing the questionnaire

Likert Scale is a summated scale based on item analysis approach. In this scale, each statement is evaluated on its ability to discriminate between respondents with high and low scores. They were asked to indicate their response to each statement against the category which best expresses their attitude towards female managers. On the basis of literature and with the help of the questionnaire, attitude of the employees working in the textile industries of Panipat district was ascertained. The respondents were asked to rate these factors on a 5 point Likert scale ranging from 1 to 5, 1 being strongly agree, 2 somewhat agree, 3 can't say, 4 somewhat disagree and 5 being strongly disagree.

TARGET POPULATION:

The population from whom the data would be collected was the employees working in the textile industry of Panipat, Haryana. Both male and female employees working under female managers, including young and old employees were considered as the target population. Old employees come under above 40 category and young employees fall under below 40 category.

SAMPLE SIZE:

Considering that a quantitative study should have a large sample size, and also, that for generalization of the results, the sample size should be high, the present study considers 600 employees as the sample size. Out of 600 respondents, 300 were male employees and 300 were female employees. Older and Younger employees were taken into consideration to conduct the research. Marital status was also recorded in two categories: 1. "Married" and 2. "Unmarried".

A sample size of 600 employees is selected from Textile Industries of Panipat district. Out of 600 employees, 300 Male Employees and 300 Female employees are chosen for data collection. Both Male and Female employees have been further bifurcated as Young and Old employees. In both cases, young and old employees are taken 150 each.

VARIABLES:

There are two types of variables in this study:

- (1) Dependent Variable - Attitude
- (2) Independent Variables – Gender, Age, Marital Status.

In this study, the Attitude of employees working in textile industries of Panipat district is evaluated towards female managers. Their attitude is dependent on their gender, age and marital status. Difference in the attitude of male and female employees is explained in this research. Gender plays a significant role in forming employees' attitude. Age again is an important factor in expressing their attitude which they have towards female managers. Younger and older employees have different attitude which shows that age factor matters a lot in the behavior of any employee towards any person. Marital status of any employee also changes their attitude towards females.

DATA ANALYSIS – STATISTICAL TOOLS:

The data collected for the purpose of understanding and providing solutions to the identified research problem must be interpreted and showcased in a way that clearly answers the posed research questions. For this, it is essential to specify how the collected data would be analysed, interpreted, and presented in order to ensure that the key findings relate to the foundation of the study. The sample was taken from the total population (i.e., the employees in the selected textile industries of Panipat district of Haryana.)As the study

collected quantitative data via the questionnaires, the statistical data analysis tools that had been used in this research were:

- (a) Graphical method
- (b) Simple percentage analysis
- (c) Chi-square Test, goodness of fit

As this tool can produce tabulated charts, reports and evaluate complex statistical analyzes, this research makes use of SPSS software to implement the statistical methods.

RESULT AND DISCUSSION:

Data Analysis is considered to be the most important step and heart of the research in the research work. In this chapter, the analysis of the data is done and with the help of selected statistical tools, interpretation is done regarding questionnaire. Data analysis and interpretation refers to the systematic process of providing meaning to the raw data, drawing conclusions and establishing association of findings and the main purpose of data analysis and interpretation stage is to allocate the data collection into reliable information which is useful for research. The primary intention of the data analysis and interpretation stage is to convert the raw data into useful information of the study.

Hypothesis Testing:

Ho: There is no significant difference in the attitude of male and female employees towards Female managers.

Ha: There is a significant difference in the attitude of male and female employees towards Female managers.

Table 1.1: Descriptive Statistics

N	Mean	S.D	Minimum	Maximum
600	2.87	1.631	1	5

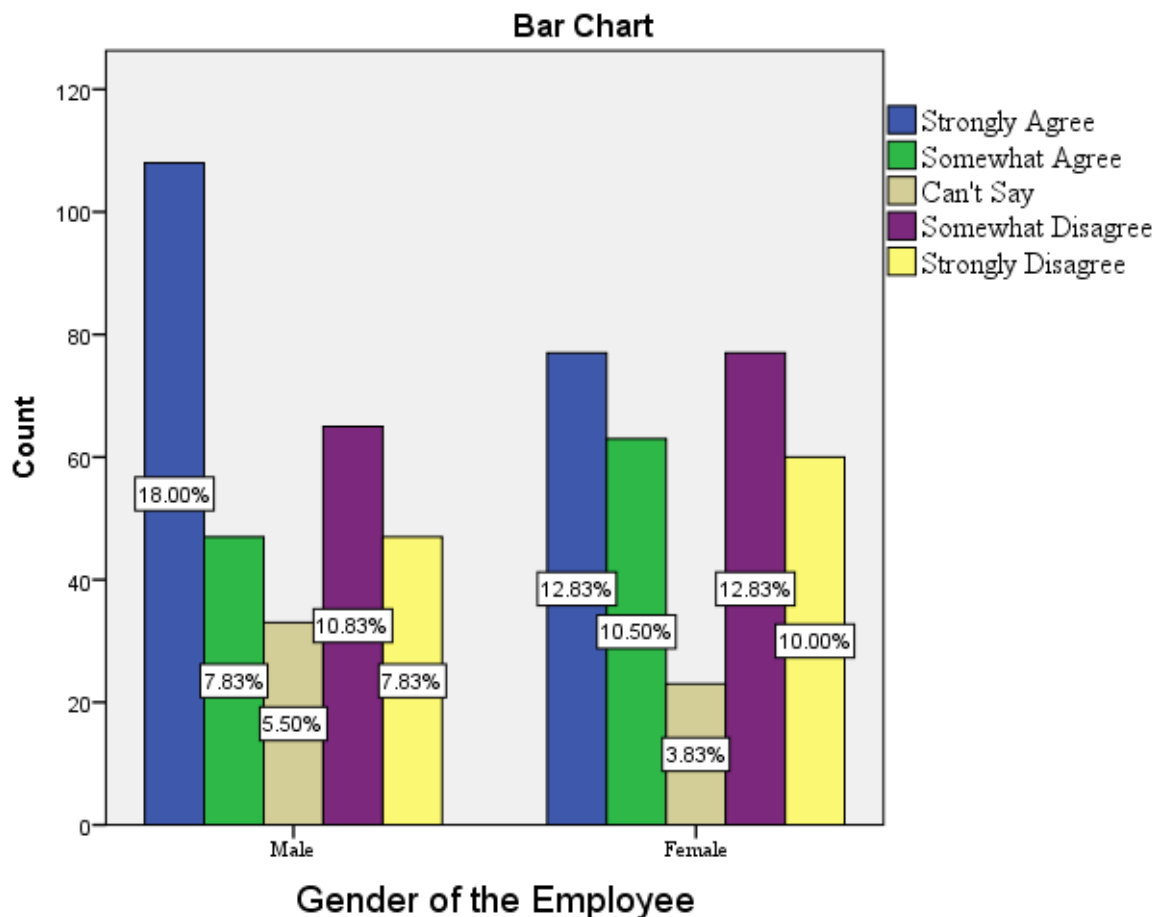
Table 1.2: Difference in the Attitude of Employees

Gender	Count	Difference in the Attitude of Male and Female Employees Towards Female Managers					Total
		Strongly Agree	Somewhat Agree	Can't Say	Somewhat Disagree	Strongly Disagree	
Male	Observed	108	47	33	65	47	300
	Expected	92.5	55.0	28.0	71.0	53.5	300.0

	% of Total	18.0%	7.8%	5.5%	10.8%	7.8%	50.0%
Female	Observed	77	63	23	77	60	300
	Expected	92.5	55.0	28.0	71.0	53.5	300.0
	% of Total	12.8%	10.5%	3.8%	12.8%	10.0%	50.0%
Total	Observed	185	110	56	142	107	600
	Expected	185.0	110.0	56.0	142.0	107.0	600.0
	% of Total	30.8%	18.3%	9.3%	23.7%	17.8%	100.0%

Table 1.3: Chi Square Statistics

Chi Square Test			
	Value	DF	Asymp. Sig. (2 sided)
Pearson Chi-Square	11.901	4	0.018
Likelihood Ratio	11.949	4	0.018
N of Valid Cases	600		



(Fig.1.1)

Interpretation:

To test this hypothesis, Chi square test was conducted by taking gender as an independent variable and attitude as a dependent variable. Above chi square table depicts about the Attitude of male and female employees towards female managers. Researcher observes that most of the employees come into Strongly agree and Somewhat agree category. The data was analyzed using a chi square test. If the chi square statistics exceeds the critical chi square value, Null hypothesis would be rejected and Alternate hypothesis would be accepted. After analyzing the data, it is found that there is a considerable difference in the observed and expected frequency. The researcher observes that the calculated value of chi square is 11.901 at 4 df @ 5% level of significance which is greater than the table value ie 9.488 at 4 df @ 5%. It shows that the calculated value is more than the table value. Since the P- value (0.018) is less than the significance level ie. ($P < 0.05$), So, the null hypothesis is rejected and obviously alternate hypothesis is accepted here. The current study found that there is a difference in the opinion and attitude of male and female employees towards their female managers.

It is observed that most of the employees admit that both male and female employees have different attitude towards their female managers. Most of the male employees have negative and neutral attitude towards them. On the other hand, mostly female employees have favourable attitude towards their female managers. So, current study doesn't support the hypothesis. Hence, this hypothesis is rejected concluding that there is a significant difference in the attitude of male and female employees working with female managers. So, Null

hypothesis that “**There is no significant difference in the attitude of male and female employees towards Female managers**” is rejected. As male employees have more negative attitude towards female managers as compared to female employees. It is observed that Gender plays a significant role in determining the employees’ Attitude. Both male and female employees have different Attitude towards their female managers.

DISCUSSION ON OBJECTIVES:

Research objective (1): To examine the attitude of male employees towards female managers of Textile industry in Panipat district of Haryana.

This study states that 30% and 14% respondents agreed and strongly agreed that male employees have a favorable attitude towards their female managers, thereby signifying that male employees have both negative and positive attitude, where negative overpowers the positive. When comparing with the literature, Balgiu (2013) stated that male employees prefer managerial positions and male employees as well as non-employees such as students have some kind of un-favorable attitude towards female employees. Yet, some of the respondents in this study had positive attitude towards the female managers, thereby providing mix opinions.

Research objective (2): To examine the attitude of female employees towards female managers.

This study states that majority of the respondents strongly agreed and somewhat agreed that female employees prefer to work under female managers. It is inferred that around 55% female employees have positive attitude towards female managers. Around 9% female employees are neutral to this. About 12% and 6% female employees expressed their negative attitude towards female managers.

Research objective (3): To find out the difference between attitude of male and female employees towards female managers.

The respondents professed that they disagree to the statement that male employees prefer male managers over female managers, thereby signifying the acceptance of equality among them. On contrary to this finding, as per literature review, a study by Kwon and Milgrom (2010) found that gender differential attitudes and disliking towards female managers in an organization is declining but male employees still prefer to work under male leadership. The study also found that a male employee who is highly qualified in terms of education shows higher resistance towards accepting the female manager. Powell and Butterfield (2015) found that males preferred to work under male supervisors and females preferred to work under female supervisors.

CONCLUSION:

The current study found that most of the female employees in textile industry have positive perspectives and attitudes towards their female managers. While some did experience un-favorable and negative attitude towards their female managers, most were encouraging of women tackling challenging work and enhancing their capabilities to become efficient leaders. The study has found a significant difference between the attitude of males and females towards female employees. Considering the factors affecting the attitude of employees, the study found that education of employees, age of employees, and their gender has an impact on affecting their positive attitude towards the female managers. The study found that as per the employees, male managers are more efficient at work when compared to the female managers. Considering the challenges faced by women, the study found that women encounter individual and social factors such as the opportunities provided to them, self-confidence, and family responsibilities that affect their growth in career and further their likelihood to become managers.

Considering the work performance of employees working under female managers in textile industry, it is found that there is slightly difference in the performance of male and female employees working under female manager. On the other hand, there is a noticeable difference in the performance of those employees who have worked with female managers and those who have not worked with female managers before. Apart from this, it is observed from this study that some of the male employees are neutral towards their preference on working under female of male employees. Considering the perspectives of male employees towards their female managers, it is found that female managers are perceived to be humble, and easy going as they do not put much pressure on them; however, male managers are more aggressive and efficient at getting the work done in comparison.

The current study again ascertained the influence of prior experience with female managers on workers' attitude towards female managers. The results obtained indicated that workers who have had experience with female managers show favourable attitude towards female managers than workers who have had no experience with female managers. This result is somewhat similar to what was obtained by Deepti and Ranjini (2011) in India who found little relation between the extent of interaction with women managers and participants' attitudes. They however found that there was a significant positive relationship between satisfaction with interaction with women managers and attitude towards women managers. Employees who have had satisfying interactions with female managers are likely to display a positive attitude towards female managers than those who have had a regrettable experience with working with a female manager. It is likely per the influence of the stereotypical view of female role in the African context, that many employees have adjustment problems accepting a woman as a manager or leader. From another perspective, a woman who strives to attain leadership positions is viewed by many not as assertive and enterprising but as competitive and domineering. Gulhati (1990) the first to conduct a study on attitudes towards women as managers in India found that in India women managers had more positive attitudes towards female managers than Indian men. In a longitudinal study Kathryn (2010) compared business undergraduate students from 1981, 2000 and 2001 and found that women consistently showed positive attitude towards

female managers than men. Alexander (2012) and Meba (2011) also found the similar results. The study additionally adds empirical evidence to the incongruity in social setting especially in organizational setting. Incongruity predicts that individual exhibiting roles inappropriate of their gender will face will lead to instances of prejudice and discrimination leading to negative attitude against that individual or group.

Recommendations for Future Research Findings from the present study have practical repercussions which can help improve the relationship between female managers and their non-managerial counterparts. This will go a long to increase employee satisfaction and increased productivity. Recommendations in the World Health Report (2006) proposed that superiors should be well-founded, fair and give employees feedback on performance in order to improve superior-employee relationship. Other important areas of the research worthy of consideration are the influence of direct experience with female manager on attitude towards female managers as well as the difference in attitude expression of employees from public and those from private organizations. It is also recommended that a qualitative study be carried out in the collectivistic setting from the perspective of female managers to unearth their interpretations and lived experiences. Such a study may unveil some contextual and cultural underpinnings of employees' attitude toward female managers. It is refreshing as revealed by this study that 'females are no longer their own enemies' as popularly believed by many. Female employees are to continue encouraging their colleagues who strive to the top to live up to the challenge of their given responsibilities and avoid petty squabbles that tend to give meaning to traditional beliefs of gender roles and words for critics of female managers.

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